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Department of Energy

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Rocky Flats Field Office

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OCT 18 1994

EG&G
ROCKY FLATS PLANT
CORRESPONDENCE CONT

AMER:JR:10327

Accelerated Sludge Removal Project

Anson H. Burlingame
President
EG&G Rocky Flats, Inc.**ADMIN RECORD**

The Department of Energy (DOE) is concerned with the inability of EG&G Rocky Flats to fulfill their commitment to provide the necessary support to the Accelerated Sludge Removal Project (ASRP) and to the repackaging operations planned for the 904 Pad. EG&G is not honoring their commitment to give a high priority to the Solar Ponds Program Activities. These two Solar Pond Projects are being driven by compliance agreements and milestones negotiated with the regulators. In the opinion of the Rocky Flats Field Office, unless the necessary resources are dedicated to these projects, both projects will be in jeopardy of missing their regulatory milestones.

The Solar Ponds Project Manager and the Operations Manager for Waste Storage and Disposal have created a recovery plan to ensure success on the two projects. Due to lack of adequate resources on these projects, implementation of this plan has not occurred.

The current performance indicators of the ASRP show a projected completion date of February 14, 1997. This is unacceptable to DOE due to the fact that it is well beyond the Interagency Agreement milestone of January 20, 1995. Your immediate attention is requested to ensure the safe and successful completion of both of these projects by the milestone dates.

Mark N. Silverman
for Manager

cc:
J. Roberson, ER, RFFO
F. Lockhart, ER, RFFO
S. Howard, SAIC
P. Witherill, SAIC
S. Stiger, EG&G
S. Keith, EG&G
J. Ciucci, EG&G

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ORIGINATOR:AMER:JR:10327

ISSUE: Solar Pond operations require support from EG&G upper management to ensure that regulatory commitments can be met.

BACKGROUND:

- 1 Two projects within the Solar Ponds Program are currently being worked in the field: The Accelerated Sludge Removal Project (ASRP) and the 904 Pad Compliance Plan.
- 2 Both projects have completion milestones with the regulators with penalties if these milestones are missed.
- 3 These two projects are not being supplied the plant support required to be successful.
 - a. Procurement:
Procurement is not giving the proper priority to compliance related actions and has impacted these two projects. Procurement is not operating as a service group to the programs on site and is not following the most expeditious paths to fulfill the needs of the customer. Better strategies must be followed to ensure that customers needs can be met within the guidelines offered by the federal procurement regulations.
 - b. Training:
Training programs on site are not responding to the needs of the programs. Situations have arisen during the execution of these and other projects which have required specially scheduled training sessions. Training has been reluctant to deviate from their rigid policies and be customer oriented. This has impacted the projects.
- 4 The Operations managers for these activities have viable plans to allow completion before the regulatory milestones. The key to this plan is obtaining the necessary hourly personnel; we are about 20 people short of the minimum staffing required for these two activities.
 - a. Hourly: Consistently, Solar Pond's Pad Operations have suffered the most severe impacts resulting from hourly personnel layoffs. This is occurring once again. Projections indicate that the projects are at least twenty hourly personnel short of the minimum staffing requirements necessary to execute the recovery plan. Adequate staffing must be provided to meet the needs of the projects and to ensure continued safe workloads for the hourly personnel.
 - b. Professional: Adequate professional support must be made available to accommodate the needs of the projects. Included in this group are RCTs, Industrial Hygiene, safety support and various engineering disciplines.
5. EG&G needs to immediately act on the union problems at the site. The union is not cooperating with these projects. There are two union personnel on these operations who are causing unrest and are suspected of "dirty tricks" that are impacting operations. The fear is that these "tricks" may very shortly cross the boundary into deliberate sabotage. The EG&G managers on the pads are suffering unnecessarily trying to deal with this situation. The EG&G front office must provide assistance.

RECOMMENDATIONS: Send the attached letter and meet with Anson Burlingame

bcc: Managers Reading File

Copy to Reading Room: ☒ Yes

ER/K
Karoljms
9/3/94

ER/L
Lockhart
9/8/94

No (Please initial)

AMER
Roberson
9/3/94

OOM
Smith
10/1/94

OOM
Silverman
10/1/94

Pr Jean Siekorka (5952), 10/13/94 (7:40 am),
advance copy given
to Anson Burlingame